Executive direction and management

(a) Programme of work is effectively managed

774. During the biennium, the Department of Public Information submitted its proposed programme budgeting and programme performance reporting as well as all its official documents, such as reports of the Secretary-General and documents for the Committee on Information and the Special Political and Decolonization Committee, on or before the slotted deadlines. This was made possible mainly by adhering to a timeline agreed upon in advance with subprogramme focal points.

(b) Increased timeliness of submission of documentation

775. The Department submitted all its official documents, such as reports of the Secretary-General and documents for the Committee on Information and the Special Political and Decolonization Committee, on or before the slotted deadlines. This was made possible mainly by adhering to a timeline agreed upon in advance with subprogramme focal points.

(c) A strengthened culture of communication and coordination in public information within the Secretariat and among United Nations system partners

776. The United Nations Communications Group, a United Nations system-wide organization chaired by the Department of Public Information, remains a central platform for strengthening communications. The Group held its annual meetings in 2012 and 2013. A clear majority of participants agreed that the meetings were relevant to their organizations' activities. The meetings provided a forum for the exchange of communication strategies on priority themes such as the United Nations Conference on Sustainable Development and the period beyond 2015, as well as the discussion of emerging trends such as social and mobile media usage. Participants praised the Group for providing concrete learning that benefited their organizations.

Subprogramme 1
Strategic communications services

(a) Improved quality of media coverage on the thematic priority issues

777. During the biennium, the subprogramme assessed three campaigns: the special event to follow up on efforts made towards achieving the Millennium Development Goals; the International Day for the Elimination of Racial Discrimination; and the United Nations Conference on Sustainable Development. A total of 5,536 media clippings were analysed. The analysis revealed that the Organization continues to be a key driver of media coverage. High-profile events such as the United Nations Conference on Sustainable Development and the special event on the Millennium Development Goals are more recognizably "branded" as United Nations conferences compared with other conferences of their type. The 2012 United Nations Conference on Sustainable Development, for example, was deemed by media outlets to be the largest United Nations conference ever held. United Nations messages are more prolific in smaller-scale campaigns such as the 2013 International Day for the Elimination of Racial Discrimination, which had a 73 per cent message pick-up rate. Strategic partnerships with high-profile celebrities/spokespersons create synergies, amplifying the voice of the United Nations.

(b) Increased reach of the online components of communications campaigns on priority themes

778. Interest in United Nations activities on social media continues to grow. As evidenced by the substantial increase in the number of followers of the United Nations on mainstream social media platforms including Facebook, Twitter and Google+, United Nations messages reach more than 4 million on a daily basis. The use of these interactive platforms has broadened the reach of United Nations messages and contributed to the overall transparency and accountability of the Organization. The Department of Public Information continues to draft and provide guidance on best practices for social media use. The Department plays a leading role in the coordination of social media initiatives by creating and making available system-wide content and organizing informational events on social media topics and themes.

(c) Improved understanding at the local level of work carried out by the United Nations

779. Briefing surveys conducted by United Nations Information Centres showed that participants' understanding of the United Nations has grown, exceeding the target by 2 per cent for the biennium. An average of 88 per cent of the target audience demonstrated such understanding. The Centres and peacekeeping websites continue to be effective tools for the dissemination of information about the United Nations. In 2013, a new web hosting platform was deployed for United Nations Information Centres using the WordPress content management system. The new platform is already yielding positive results in increasing regional collaboration and hands-on web management. Meanwhile, the Centres continue to expand their use of social media to younger audiences in particular. United Nations Information Centres also produced information materials in 43 local languages, including 4 indigenous languages. Even with limited resources, the Centres were able to produce and/or translate 11,015 informational materials during the biennium.

Subprogramme 2
News services

(a) Increased utilization by media organizations and other users of news, information and related multimedia products about the United Nations

780. The subprogramme increased its reach to media organizations and other clients during the biennium. The number of radio and TV stations broadcasting United Nations programmes rose significantly to 799, covering 149 countries and territories. While a strong emphasis was maintained on the traditional means of delivery, alternative online/mobile platforms and social networking were capitalized on to reach more diverse and younger audiences and to drive audiences to traditional media. Significant increases in downloads of TV programmes were driven mainly by the popularity of UNifeed's daily news packages. Social media sites also experienced exponential growth. For example, Flickr reached more than 5.5 million cumulative views. The average number of page visits per month on the United Nations website reached 4.7 million. The Department improved its capacity to evaluate website data by implementing Google Analytics, an industry-standard tracking system that yields detailed analyses of user patterns. Hence, these figures marked a significant change from data compiled in the past.

(b) Timely access by news organizations and other users to daily meeting-coverage press releases, television packages, photos and other information products

781. The subprogramme was close on target in producing and distributing 90 per cent of outputs on or before the deadlines. One hundred per cent of United Nations Television live coverage and news reports of meetings and events at Headquarters were distributed on the same day, despite challenges presented by the renovation of the complex under the capital master plan. Press releases continued to be distributed or posted online within two hours of the end of meetings.

Subprogramme 3
Outreach services

(a) Expanded relationships with partners

782. By engaging with an expanding array of partners, now numbering more than 3,000, the Department was able to reach new and broader audiences. The United Nations Academic Impact initiative attracted many new members, including a strong increase in the number of those from developing countries, and the focus is now on encouraging and facilitating activities by these organizations in support of United Nations objectives. The outreach programmes on the holocaust and on the transatlantic slave trade also benefited from new partnerships, with a wide geographic spread. Furthermore, making progress in expanding partnerships outside North America was a feature of the Creative Community Outreach Initiative in 2013, including in Asia and the Middle East. The Department continued to nurture its relationship with non-governmental organizations, and 40 new organizations were approved for affiliation in 2013.

(b) Increased reach of United Nations information through various media and services

783. The exponential growth of web-based information sources, in particular the explosive growth of social media at the global level, continued to increase the reach of United Nations information. This was also true for internal communications, with the number of iSeek visitors increasing by 14 per cent in 2013. The number of downloads and digital purchases of United Nations publications and mobile applications exceeded a staggering 2 million. Another important factor was the increasing emphasis on multilingualism, with more materials available in the six official United Nations languages. Relying on the power of the multiplier effect, the new approach taken to supporting Model United Nations simulations proved effective: rather than one yearly global Model United Nations for students, in 2013 four Model United Nations workshops were organized, benefiting more than 300 Model United Nations organizers and trainers.

Section 29A
Office of the Under-Secretary-General for Management

Highlights of programme results

The Office of the Under-Secretary-General for Management promoted the accountability of institutional and programme managers during the biennium through its support for the work of the Management Committee and the Management Performance Board; the preparation of programme performance reports and the administration of the senior managers' compacts; and the implementation of enterprise risk management in the Secretariat. It also maintained a strong working relationship with the oversight bodies.

In addition, the Office made key changes to ensure the effective implementation of Umoja, including a significant review of its implementation schedule; the further strengthening of Umoja governance; and the strengthening of the concept of process ownership and the clarification of responsibilities between process owners and heads of departments or offices. On 1 July 2013, Umoja Foundation was successfully implemented in the two pilot sites, at UNIFIL and the Office of the United Nations Special Coordinator for Lebanon, and on 1 November 2013 it was successfully deployed to cluster 1 (peacekeeping operations).

Under the overall leadership of the Office of the Under-Secretary-General, significant progress was made on the capital master plan, with the Secretariat building being fully reoccupied and renovations proceeding as scheduled. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of those bodies and in a timely, orderly and procedurally correct manner.

The Management Evaluation Unit delivered recommendations to the Under-Secretary-General for Management and facilitated management evaluation processes and decisions in 1,770 cases. The average processing time for the review of procurement cases by the Headquarters Committee on Contracts met the target of 7.5 business days.

Challenges and lessons learned

The Umoja deployment strategy was revised to mitigate the risks associated with various levels of readiness in each entity within the Organization and their unique conditions. The transition is complex, as Umoja must be mounted on top of a fragmented business and information and communications technology landscape. A lesson learned in terms of the senior managers' compacts was that they should be kept simple and strategic. For that reason, the Management Performance Board significantly streamlined and simplified the 2014 senior managers' compact template and focused the standard managerial indicators on the transformational managerial reform initiatives (Umoja and IPSAS),

financial and human resources management, and the implementation of the oversight bodies' recommendations. The goal was that, with fewer standard managerial indicators, both senior managers and the Management Performance Board would be better able to monitor performance throughout the year and take corrective actions as necessary. Following storm Sandy, the working group on the after-action review analysed lessons learned, which were subsequently integrated into emergency preparedness activities across the Secretariat. To address the requests of Fifth Committee delegations for briefings on how to successfully coordinate an agenda item, the Office initiated regular meetings at the start of the session to advise them on the Committee's working methods.

Output implementation rate

784. The above-cited results are based on the implementation of 100 per cent of 866 mandated, quantifiable outputs.

785. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29A) and Corr.1).

Executive direction and management

(a) The programme of work is effectively managed

786. The Under-Secretary-General for Management continued to provide management oversight during the biennium to ensure that the Secretary-General's key projects, such as the capital master plan, Umoja and IPSAS, met scheduled milestones. The Office of the Under-Secretary-General for Management led the presentation to the General Assembly of the Secretary-General's reports on the mobility framework and the expanded feasibility study on the long-term accommodation needs at Headquarters and his first and second progress reports on accountability, among others. The Office administered the UN 21 Awards programme, which recognizes staff initiatives that promote innovation, efficiency and excellence in the way the Organization delivers its programmes and services.

(b) Enhanced policy coherence in the management of the activities of the United Nations

787. Policy coherence in the management of the activities of the United Nations was enhanced through: (a) cooperation with other organizations of the United Nations system in the High-level Committee on Management and the Chief Executives Board for Coordination; (b) the organization of forums such as the monthly managers' forum and the monthly meetings of all New York executive officers; (c) the provision of support to the Management Performance Board and the Management Committee; (d) the organization of the annual chief administrative officers' retreat with regional commissions and offices away from Headquarters; (e) the formation of ad hoc working groups for specific proposals (such as on information security and human resources); and (f) ad hoc meetings convened by the Under-Secretary-General on specific issues (such as the proposed budget outline for

2014-2015, senior managers' compacts, facilities management, accountability and Umoja).

Component 1
Management services

(a) The Secretariat is able to function more efficiently and effectively in full compliance with legislative mandates and relevant regulations and rules

788. As the Board of Auditors indicated in its report on the financial statements of the United Nations peacekeeping operations for the 12-month period from 1 July 2012 to 30 June 2013 (A/68/5 (Vol. II)), transactions conducted during the reporting period were in accordance with the Financial Regulations and Rules of the United Nations and legislative authority. In the same report, the Board reported a new implementation rate for its recommendations from prior periods of 55 per cent, reflecting a 10 per cent increase compared with the previous year's rate of 45 per cent. The implementation rate for prior-period recommendations issued in the Board's reports on the United Nations Secretariat (A/68/163), the capital master plan (A/68/5 (Vol. V)) and the implementation of the International Public Sector Accounting Standards (A/68/161) stood at 42 per cent, reflecting an 11 per cent increase. The Board reported in its second annual progress report on the implementation of Umoja (A/68/151) that 23 per cent of the recommendations made in its previous report (A/67/164) had been fully implemented and that 69 per cent were being implemented. Furthermore, the Office of Internal Oversight Services reported a 62 per cent implementation rate as at 31 December 2012 for all recommendations issued in 2012, representing an increase of 3 per cent (see A/68/337 (Part I)/Add.1). The Joint Inspection Unit, in its report for 2013 (A/68/34), noted that the United Nations aggregated implementation rate stood at 60.2 per cent, reflecting a 3.3 per cent increase compared with the 56.9 per cent reported in its annual report for 2012 (A/67/34).

(b) Institutional and senior managers' accountability is strengthened throughout the Organization

789. During the biennium, the performance of senior managers in terms of the targets set in their 2011 and 2012 compacts was assessed and reported to the Management Performance Board and the Secretary-General in May 2012 and September 2013, respectively. The 2012 and 2013 compacts had been signed in September 2012 and February 2013, respectively. In its resolution 67/253, the General Assembly recognized that compacts and end-of-year assessments were unique accountability tools for senior managers and contributed to transparency in the Organization. When considering the programme performance report for 2010-2011 (A/67/77) in June 2012, the Committee for Programme and Coordination took note of the enhanced quality of the reporting on institutional performance by the Secretariat. It made a specific reference to the comprehensive overview of the Secretariat's performance provided in the report and commended its coverage. All recommendations of the Committee relevant to institutional performance reporting were communicated to the departments and offices of the Secretariat, and implementable actions were made clear to all concerned.

(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency, and in full compliance with the relevant rules and regulations

790. The Headquarters Committee on Contracts and the Headquarters Property Survey Board continued to review contract awards and cases of property disposal with efficiency, fairness, integrity and transparency and in compliance with the relevant rules and regulations. The average processing time required for the review of procurement cases by the Committee met the target of 7.5 business days, and the number of cases reviewed by the Survey Board increased by approximately 10 per cent. In addition, the secretariat of the Committee and the Board continued to conduct training courses and field assessment visits to strengthen the vetting capacity of members of the committees on contracts.

Component 2
Enterprise resource planning project

(a) All business processes for management of resources and programme performance have built-in internal controls and are in full compliance with regulations, rules, policies and procedures

791. All business processes within Umoja have been designed to support the current delegation of authority and the Financial Regulations and Rules of the United Nations Internal controls in the project's various operational components have been planned, reviewed with the staff concerned and then documented, a process that allows for improvements (a total of 321 "to-be" business processes related to, inter alia, finance, the supply chain, human resources, central support services and programme and project management). On 1 July 2013, Umoja Foundation was successfully implemented at the two pilot sites, and on 1 November 2013, it was successfully deployed to cluster 1 (peacekeeping operations).

(b) Technological systems are fully in place

792. Citrix XenApp was fully in place as a front-end technology of Umoja for users across the Secretariat, ensuring the efficient utilization of United Nations resources and optimal response time for end-users. Network performance, as a performance indicator of this expected accomplishment, was not measured, as it falls under the network infrastructure of the Office of Information and Communications Technology and the Information and Communications Technology Division.

Component 3
Management evaluation component of the administration of justice

(a) More timely decision-making by the Administration with respect to evaluation of contested decisions

793. The number of management evaluation requests dropped slightly from 952 in 2011 to 837 in 2012 and rose to 933 in 2013. With the increased workload for research and evaluation and the current staffing, the Management Evaluation Unit achieved reached 86 per cent compliance in responding to all management evaluation requests within the prescribed 30- and 45-day time limits, just below the target of 87 per cent.

(b) Improved accountability in management-related decisions

794. During the biennium, the Management Evaluation Unit continued to analyse each evaluated decision in terms of whether it could include an accountability component. This included all settlements as well as decisions that, even though they were upheld, created significant potential risk exposure for the Organization in terms of litigation. The Unit developed its practice in 2012, and refined it in 2013, to articulate accountability considerations and, if appropriate, recommendations with regard to the decision makers. Such measures can range from learning requirements to a recommendation that an investigation be conducted.

(c) Reduced litigation of cases in the United Nations Dispute Tribunal

795. The Management Evaluation Unit was able to resolve a significant number of management evaluation requests either by delivering a recommendation that was found to be persuasive by the staff member or by settling a request. During the biennium, the Unit observed a slightly reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation following management evaluation.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings

796. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of the Committees, and in a timely, orderly and procedurally correct manner. Targets and deadlines were met for the preparation and dissemination to Member States of the programmes of work of the Committees, as well as for the submission of the final reports of the Committees. Surveys were conducted to evaluate the services of the secretariat of the Committees. With regard to the Fifth Committee, the satisfaction rates for the two years of the biennium were 94 and 98 per cent, respectively, with satisfaction rates of 88 per cent and 96 per cent for the Committee for Programme and Coordination. Much of the non-positive feedback received concerned issues beyond the control of the secretariat of the Committees. The format of the survey was amended in 2013 to address this matter, and as a result there was zero negative feedback.

Section 29B
Office of Programme Planning, Budget and Accounts

Highlights of programme results

The Office of Programme Planning, Budget and Accounts continued to lead the preparations for the implementation of IPSAS and to play a key role in the design, support and implementation of Umoja. The General Assembly approved the amendments to the Financial Regulations of the United Nations to prepare for the issuance of

IPSAS-compliant financial statements. The Office of the Controller improved its client services, as evidenced by the 85 per cent and 92 per cent of clients who rated the assistance received favourably with regard to timeliness and quality, respectively. The Accounts Division continued to provide timely and accurate financial transactions, leading to an unqualified audit opinion regarding both volumes I and II of the financial statements. Terms and conditions of two insurance policies were improved, thus enhancing benefits for the Organization. All monthly reports to Member States were issued on a timely basis, and all pre-session documentation related to the scale of assessments and the financing of peacekeeping were submitted in full compliance with documentation deadlines. Treasury achieved a rate of return on investments that exceeded the benchmark for the United States dollar investment pool, while meeting all the liquidity requirements of all clients, thus outperforming the market benchmark.

Challenges and lessons learned

In preparation for the 2014 implementation of IPSAS, the Office was fully engaged in implementing the risk-based plan, in addition to the deployment plan for Umoja and in response to the need to apply interim financial reporting solutions. Owing to tight timelines, the Office continued to work under severe pressure to meet the established milestones and deadlines for these two major transformational projects, while at the same time working to deliver its regular programme of work.

Output implementation rate

797. The above-cited results are based on the implementation of 99 per cent of 1,491 mandated, quantifiable outputs.

798. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29B)).

Subprogramme A
Executive direction and management

(a) Sound financial management and control in the Organization

799. Audit observations on financial matters generally referred to minor issues, indicating that effective internal financial controls were in place. The Office of the Controller continued to provide effective financial management by addressing audit recommendations issued by the oversight bodies, closely monitoring the exercise of delegations of financial authority and ensuring that qualified and experienced staff members were designated and that executive agencies, host country and framework agreements entered into by the United Nations met financial standards for approval and were executed in accordance with the Financial Regulations and Rules of the United Nations. The Office provided timely advice and assistance to client departments and offices on the implementation of the Financial Regulations and Rules.

(b) The programme of work of the Office of Programme Planning, Budget and Accounts is effectively managed and supported by staff and financial resources

800. All requests submitted to the Office of the Controller for review and approval were processed, cleared and/or signed by the Controller within seven business days of the day of receipt, provided that the requests were complete, accurate and in compliance with the regulatory framework of the Organization and did not require additional reworking with the requesting office or department. Exigency requests were sometimes even concluded on the day of submission.

(c) Improved financial policies

801. The Office of the Controller continued to improve its services for Secretariat offices, offices away from Headquarters and peacekeeping missions with respect to financial matters. In order to prepare for the issuance of IPSAS-compliant financial statements, amendments to the Financial Regulations were submitted by the Controller and approved by the General Assembly. In addition, the Office continued to streamline policies and guidelines for clients, on the basis of close collaboration with departments and offices.

Component 1
Programme planning and budgeting

(a) Informed decision-making by Member States on issues relating to the programme budget and budgets of the criminal tribunals

802. The percentage of budgetary documents submitted by the documentation deadline increased to 79.9 per cent in 2012-2013, compared with 72 per cent in 2010-2011.

(b) Overall resources for the programme budget and budgets of the criminal tribunals are better managed

803. The Programme Planning and Budget Division continued to monitor the programme budget and the budgets of the criminal tribunals. The realignment of expenditure was undertaken in the context of the second performance report of the Secretary-General on the programme budget for the biennium 2012-2013 (A/68/628). The budgetary decision made by the General Assembly at the end of 2013 to reduce the non-post resources for unliquidated obligations by $40 million presented a challenge in terms of overall resource management.

(c) Extrabudgetary resources are better managed

804. The average time required for the issuance of an allotment increased to 4.6 days, reflecting, inter alia, the increased volume of allotments issued.

(d) Clients are satisfied with the guidance provided

805. A client satisfaction survey to assess the quality of services and guidance provided during the biennium was conducted in January 2014. The Division is analysing the results received from its clients in an effort to improve the delivery of tools, instruments and services.

Component 2
Financial services relating to peacekeeping operations

(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly, and police- and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

806. During the period from 1 January to 31 December 2012, of the 37 reports due for the sixty-sixth and sixty-seventh sessions of the General Assembly, 34, or 92 per cent, were submitted by the (revised) target date to the Department for General Assembly and Conference Management and 3, or 8 per cent, were submitted after the target date owing to the need for extensive consultations. During the period from 1 January to 31 December 2013, of the 42 reports due for the sixty-seventh and sixty-eighth sessions of the Assembly, 38, or 90 per cent, were submitted by the (revised) target date to the Department and 4, or 10 per cent, were submitted after the target date owing to a change in mandate or the need for extensive consultations. The Peacekeeping Financing Division continued to coordinate reporting requirements with the Department of Field Support and the Department for General Assembly and Conference Management in order to ensure that budget and performance reports were submitted by the agreed documentation deadlines.

(b) Increased efficiency and effectiveness of peacekeeping operations

807. As at 31 December 2012, the duration of liabilities for troop and formed police costs was less than three months for 8 out of the 11 active peacekeeping operations for which troop/formed police cost reimbursements are made. Troop/formed police costs were paid up to August 2012 for one mission (MINUSTAH), up to February 2012 for one mission (UNFICYP), up to September 2011 for one mission (UNMIT) and up to February 2011 for one mission (MINURSO). As at 31 December 2013, the duration of liabilities for troop and formed police costs was less than three months for 12 out of the 14 active peacekeeping operations for which troop/formed police cost reimbursements are made. Troop/formed police costs were paid up to August 2013 for one mission (UNFICYP) and up to February 2011 for one mission (MINURSO). A client satisfaction survey has not been conducted for the 2012-2013 biennium.

Component 3
Accounting, contributions and financial reporting

(a) Improved integrity of financial data

808. An unqualified audit opinion was received regarding the 2010-2011 financial statements of the United Nations. Furthermore, the interim audit report conducted with respect to the period 2012-2013 did not contain any adverse findings.

(b) Timely and accurate financial transactions

809. Despite the increase in education grant payments, performance was maintained at the prior level.

(c) Insurance policies that have increased benefits for the Organization

810. Terms and conditions of two insurance policies were improved, thus increasing benefits for the Organization.

(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions

811. All pre-session documentation related to the scale of assessments and the financing of peacekeeping activities were submitted in full compliance with documentation deadlines. All monthly reports were generally issued on a timely basis, with end-of-fiscal-year reports finalized in conjunction with the closing of accounts.

Component 4
Treasury services

(a) Continued prudent stewardship of funds

812. Performance exceeded the benchmark in the United States dollar investment pool while meeting all the liquidity requirements of all clients, thus outperforming the market while observing United Nations Treasury policies.

(b) Improved efficiency and security of the payment system

813. All electronic funds transfer payments, including United States tax reimbursements, were fully effected using SWIFT and ACH, thereby discontinuing reliance on bank proprietary stand-alone payment systems.

Component 5
Financial Information Operations Service

(a) All critical Office of Programme Planning, Budget and Accounts systems are fully supported

814. The Financial Information Operations Service achieved an increase in client satisfaction to 92.5 per cent in 2012, compared with 90 per cent in 2011. No unplanned outages in systems occurred during the biennium.

Section 29C
Office of Human Resources Management

Highlights of programme results

During the biennium, the Office of Human Resources Management continued to address human resources management reforms as approved in prior General Assembly resolutions. New policies were issued on the administration of continuing appointments and fixed-term appointments to improve consistency in the administration of staff contracts throughout the Secretariat. Revised policies were also implemented, on the use of rosters as well as official travel, rental subsidy and consultants and individual contractors. Those policies provide updated and clearer instructions. Following the first Young Professionals Programme examination, 85 placements were made, which helped to reach organizational targets related to unrepresented and underrepresented Member States. Progress was made in reducing the average number of days required for recruitment. The Medical Services Division continued

to implement its health promotion programmes, some of them in collaboration with the health authorities of New York City, taking into account the staff working environment, job demands and personal health status. The Human Resources Information Systems Section implemented a ticketing tool (iNeed) in order to manage issues related to human resources systems. This system has enhanced the capacity of help-desk personnel to manage incoming requests and reduce response time.

Challenges and lessons learned

Efforts to identify inconsistent human resources policies and procedures and to harmonize them must continue, for example, in the areas of flexible work arrangements and the recruitment of national staff. With respect to the Young Professionals Programme, increased bandwidth is needed for the Inspira online tool in order to accommodate a growing number of applications. For the 2013 exam, a staggered application period was introduced to alleviate that workload and, on the basis of lessons learned from the national competitive recruitment examination, a multiple-choice exam for the general paper was introduced to reduce costs and speed up the grading process. In 2013, the Medical Services Division underwent a review of its strategy and developed initiatives for better, faster and more efficient service delivery. The Division identified gaps in medical emergency response and suggested solutions to be brought to the attention of the members of the interdepartmental working group on supporting survivors and affected families.

Output implementation rate

815. The above-cited results are based on the implementation of 97 per cent of 302 mandated, quantifiable outputs.

816. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29C)).

Executive direction and management

(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States

817. The Office of Human Resources Management, in order to clarify human resources policies and practices, particularly with respect to the new contractual arrangements and the harmonization of conditions of service within the framework of human resources management reform, issued or amended 22 Secretary-General's bulletins, administrative instructions and guidelines during the biennium.

(b) Programme of work is effectively managed

818. The Office effectively led reform efforts and collaborated with other offices in order to achieve its objective of the continuous improvement of human resources

policies, practices and programmes. The majority of human resources reports for the General Assembly were prepared in a timely manner. Of the 14 reports that were due, 12 were submitted by or earlier than the established deadline. Resources allocated to the Office were effectively managed to ensure the delivery of the expected results.

Component 1
Policy

(a) Improved implementation of human resources policies by departments/offices

819. Changes made to the policy on the use of rosters under the staff selection system enabled staff who would otherwise have reached their maximum duration on a roster to remain on the roster for an open-ended period, thereby ensuring that the Secretariat, in particular field missions, had broad access to qualified candidates to more quickly fill vacant posts. New policies were issued on the administration of continuing appointments and fixed-term appointments to improve consistency in the administration of staff contracts throughout the Secretariat. Revised policies were also implemented, on official travel, rental subsidy and consultants and individual contractors; they provide updated and clearer instructions with the aim of improving their implementation by departments and offices.

(b) Improved processing of appeals and disciplinary cases

820. During the biennium, all respondents' replies to appeals were filed in a timely manner. Where technical difficulties prevented the Office from filing a reply within 30 days, extensions were sought from and granted by the Dispute Tribunal. With respect to disciplinary matters, action was initiated within 90 days for all cases referred for action to the Office. The percentage of timely responses increased to 100 per cent in 2012-2013, compared with 95 per cent in 2010-2011.

(c) Improved harmonization of human resources policies among the organizations of the United Nations common system

821. The decrease in the number of issues that were inconsistent among the organizations of the United Nations common system resulted in greater equity in the treatment of staff and the improved consistency of human resources practices, and a common policy was established for the transfer, secondment or lending of staff in the common system. Efforts to identify inconsistent human resources issues and to harmonize human resources policies and practices need to continue, particularly with respect to human resources issues in field duty stations.

Component 2
Strategic planning and staffing

(a) Improved recruitment, placement and promotion of the best qualified and competent personnel, as well as facilitation of greater geographical representation and gender balance of staff

822. The Young Professionals Programme was successfully introduced in 2011, replacing the national competitive recruitment examination. The first examination was held in December 2011, and the grading of examinations and interviewing of successful candidates took place in the first half of 2012. Sixty placements were

made before the end of 2013. For the 2012 examination, 104 candidates were successful, with 25 placed so far. While the number of unrepresented and underrepresented Member States increased as a result of a General Assembly decision on the system of desirable ranges, the Young Professionals Programme was successful in helping to reach the targets set for it. Furthermore, progress was made in reducing the average number of days required for recruitment, particularly in the light of the roll-out of Inspira. A downward trend in the number of days was achieved from 2010 to 2013.

(b) Enhanced access by Member States to relevant human resources data

823. Human resources data were made available online through HR Insight. In 2012 and 2013, the frequency of requests for data was reduced as a result of the self-service made available through that tool. Online access provided through HR Insight was the result of lessons learned in which the Secretariat determined that similar requests were coming from many Member States.

(c) Improved human resources workforce planning

824. The human resources management scorecard assisted departments in monitoring their recruitment timeline, gender and geographic representation targets. The position management module will be a part of the Umoja system that provides better management information to support improved human resources workforce planning.

(d) Compliance with delegated authority in human resources management

825. All departments and offices continued to work towards specified standards in exercising their delegated human resources management authority. Moreover, their results were reported by means of the human resources management scorecard, which is reviewed twice yearly by the Management Performance Board. The scorecard was improved to measure factors effectively and efficiently, enabling heads of departments to track their progress on a number of key indicators, including the selection of candidates from unrepresented and underrepresented Member States, gender balance and selection timelines.

(e) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions

826. Programmes aimed at increasing mobility, including VINE, were suspended in 2012 to enable the Office to focus on the development of a structured mobility programme, the implementation of which was scheduled for 2013-2014, following consideration by the General Assembly. It was anticipated that the Assembly would make a decision on the matter at its resumed session in March 2013. However, the decision was deferred until the main session in 2013 and then again until March 2014.

Component 3
Learning, development and human resources services

(a) Improved ability of current staff to implement mandates

827. In 2012-2013, 57,500 Secretariat staff members participated in training and other staff development programmes that helped improve their ability to carry out United Nations mandates. The Learning, Development and Human Resources Services Division continued to develop ways to increase the number of staff who could gain access to its programmes. Several training programmes that had previously been delivered in person to small groups were converted into online self-study modules, thus becoming accessible to staff worldwide. The Office also increased its use of other e-learning modalities, such as WebEx-based training courses, in which a trainer and staff in disparate locations are connected through Internet, audio conferencing and/or videoconferencing connections.

(b) Improved working environment

828. The Learning, Development and Human Resources Services Division, in collaboration with the Integrated Training Service of the Department of Peacekeeping Operations and the Field Personnel Division of the Department of Field Support, drafted a new learning and career support strategy aimed at improving the workplace environment for staff by better supporting their learning options. The new strategy is intended to increase the number of staff who receive training; ensure that training options support United Nations mandates; and better coordinate the design and implementation of training among the key offices delivering it. Concurrently, the Office continued to refine its mobility proposal, which is designed to increase opportunities for staff to change positions, including across occupational groups and duty stations. Full implementation was pending General Assembly approval.

Component 4
Medical services

(a) Improved staff health-care services, including rapid and effective medical response to workplace accidents and illness

829. According to the results of an online survey, 94.5 per cent of walk-in clients of the Medical Services Division expressed satisfaction with the Division's health-care services. The Division managed to reduce the average waiting time for clients visiting the walk-in clinics to 5.68 minutes in 2012-2013, compared with 6.46 minutes in 2010-2011. During the biennium, the Division provided 3,282 medical examinations, 1,872 medical consultations by physicians and medical consultants, 27,942 consultations by nurses, 10,801 immunizations, 2,949 electrocardiograms, 3,904 laboratory tests and 546 radiological tests. The Division continued to provide technical advice on various public health issues, including through participation in the Secretary-General's Cholera Task Force, among other initiatives. The Division also provided technical advice to UN Cares on a range of HIV/AIDS-related issues, including testing and reporting in the field and post-exposure prophylaxis kits for staff. It continued to build capacity for mass casualty incidents at high-risk duty stations through site visits, collective training, tabletop exercises and the provision of emergency response equipment.

(b) Increased awareness of staff regarding health issues

830. During the biennium, the Division implemented its health promotion programmes, some of them in collaboration with the health authorities of New York City, and coordinated the participation of staff in various fundraising events such as the AIDS and Breast Cancer Walks. The Division continued to send out monthly electronic notification reminders to staff members due for hepatitis A and B vaccines. Under the new staff orientation training programme, 405 new staff members were given an introduction to occupation health awareness. The Division continued to provide health advice and regular ergonomics assessment for staff at their workplaces, resulting in the conduct of a total of 243 ergonomic workstation assessments. In 2012, a new streamlined ergonomic programme was developed for all staff, which included the development of a standardized self-assessment package, and ergonomics lunchtime lecture sessions were held in which 165 staff participated.

Component 5
Human resources information systems

(a) Enhanced human resources information technology systems

831. The Human Resources Information Systems Section implemented a ticketing tool (iNeed) in order to manage issues related to human resources systems, mainly IMIS and Inspira. This enhanced the capacity of help-desk personnel to manage volumes of incoming requests and resulted in the reduction of response time.

Section 29D
Office of Central Support Services

Highlights of programme results

During the biennium 2012-2013, the Office of Central Support Services was able to provide services with enhanced quality and timeliness. In relation to facilities management, phase I of the strategic capital review for the projection of capital requirements at offices away from Headquarters for the next 20 years was completed in December 2012. Moreover, studies of long-term accommodation requirements for Headquarters and the flexible workplace were carried out and submitted to the legislative bodies. In the area of travel, an average 29 per cent cost savings in applicable air travel discounts was maintained as a result of successful negotiations with various airlines. In addition, the 16-day advance purchase policy enhanced the Organization's ability to obtain advance purchase discounts. The Archives and Records Management Section continued to provide specific guidance and advice for policy development with respect to records preservation and cooperated with the Business Continuity Management Unit to incorporate a vital records programme into the Headquarters business continuity plan. The Special Services Section achieved its target of 90 per cent client satisfaction with mail and pouch services. The Procurement Division continued to enhance the level of international competition by consolidating all vendor databases into a single vendor database for the entire Secretariat.

Challenges and lessons learned

Owing to the significant damage caused to United Nations premises by storm Sandy, it became obvious that disaster preparedness and responsiveness need to be addressed in order to mitigate future similar risks. With respect to lessons learned in the context of capital master plan relocations, the Archives and Records Management Section needs to develop online interactive learning modules and tools to reinforce its training and advisory services. In the area of travel, there was an increase in the number of complex itineraries, which continued to preclude the potential applicability of negotiated fares, particularly when scheduling required the combination of different carriers/alliances on outbound and inbound segments. While the new travel policy allowed options for a greater variety of routes to minimize cost, it added a significant burden to the already strained resources of the programme. Challenges faced by vendors in participating in the procurement process were addressed through the increased support provided by the subprogramme in business seminars and during the vendor registration process.

Output implementation rate

832. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29D)).

Executive direction and management

(a) Programme of work is effectively managed

833. The Office of Central Support Services achieved its goals in ensuring efficient and effective support for substantive programmes in the areas of procurement, facilities management, archives, mail operations, records management and the management of commercial activities. The survey results showed that 92.34 per cent of clients indicated that services had been provided in a timely manner, exceeding the target of 81 per cent.

(b) Increased timeliness of submission of documentation

834. In 2012, five out of six reports, or 83.33 per cent of pre-session documents, were submitted by the required deadlines, exceeding the target. In 2013, the final percentage as at 31 December 2013 was 69.23 per cent. The lower-than-anticipated figure is attributed to the late submission of three out of seven reports.

Subprogramme 4
Support services

Component 1
Facilities and commercial services

(a) Enhanced quality and timeliness of facilities and broadcasting services

835. Despite the impact of storm Sandy and the additional workload faced as a result of the reoccupation of the Secretariat building after the completion of the capital master plan, facility management services were provided to clients with enhanced quality and timeliness, as 65 per cent of all related work orders were addressed in a timely manner. Survey data indicated a high client satisfaction rate, with more than 90 per cent of respondents satisfied with the timeliness of service provision, the level of knowledge of the personnel processing their requests, and the services completed.

(b) Improved management of overseas properties

836. Phase I of the strategic capital review for the projection of capital requirements at offices away from Headquarters for the next 20 years commenced in May 2012 and was completed in December 2012. Phase II, the collection of data from offices away from Headquarters, continued, with an expected completion date set for early 2014. In addition, 85 per cent of offices away from Headquarters completed standardized capital budget submissions for 2014-2015, which included standardized organizational objectives and a standardized format for producing budget estimates.

(c) Savings achieved in travel costs for the Organization

837. The subprogramme provided cost-effective travel services as a result of negotiations with approximately 42 major airlines. It achieved its target of 29 per cent cost savings relative to the full cost of the official travel implemented. During the biennium, key achievements included the successful implementation of the revised travel policy set out in document ST/AI/2013/3; ongoing success with the travel agency hybrid service configuration; and the launch of a new online booking tool and pre-trip auditor to enhance the continuous monitoring and auditing of all tickets issued. In addition, 60 per cent of air travel was in compliance with the 16-day advance purchase policy, which enhanced the Organization's ability to obtain significant discounts as a result of advance purchases. The subprogramme continued to monitor the performance of the Headquarters vehicle fleet through the use of electronic monitoring system (Carlog) reports to ensure compliance with the host country's traffic laws for road safety, and implemented a maintenance contract utilizing fleet cards for the purchase of fuel and vehicle repairs.

(d) Secretariat record-keeping is effectively managed

838. Progress in the reporting period was centred on capital master plan relocations, with specific guidance and advice provided to affected departments and offices. A full quantitative analysis of cost avoidance based on the disposal of inactive paper records was conducted. The programme provided expertise in policy development for a digital signature and in audiovisual record-keeping and preservation, and worked with the Business Continuity Management Unit to incorporate a vital

records programme into the Headquarters business continuity plan. During the last six months of the biennium, the programme focused on providing record-keeping advisory services to the Office of Information and Communications Technology, the Department of Economic and Social Affairs and the Department of Public Information regarding the development of file classification plans and retention schedules, which were used to implement UniteDocs and provided substantive input into the "digital Secretariat" initiative.

(e) Mail and pouch services are efficient and effective

839. During the biennium, the subprogramme met the target of 90 per cent client satisfaction with mail and pouch services. The subprogramme improved working procedures, eliminated manual paper-based processes, increased timely service delivery and the real-time tracking of shipments through the use of the barcode and tracking system, and successfully launched the barcode and tracking system at the United Nations Offices at Nairobi and Geneva. The programme continued to harmonize mail and pouch operational procedures to achieve greater efficiencies and effectiveness. In addition, the programme, despite the fact that it had reverted to many manual processes following the displacement of operations owing to storm Sandy in October 2012, continued to harmonize operational procedures to enhance efficiency and effectiveness.

Component 2
Procurement services

(a) Procurement services that fully meet the requirements of acquisition plans

840. During the biennium, the Procurement Division sent out questionnaires to 5,881 requisitioners to assess their satisfaction with procurement services. The percentage of survey respondents expressing satisfaction with procurement services increased from 97.5 to 98 per cent, in line with the target set for the biennium. With the implementation of key performance indicators, the Division is now able to track its performance on a quarterly basis. The subprogramme successfully met the target of 18 weeks for average procurement case processing time for the biennium and reduced it further, to 10.8 weeks. In addition, through effective debriefing sessions, the Division reduced the number of vendor complaints to the Awards Review Board to 12 cases from 30 cases during the previous biennium, effectively exceeding its own performance target of 25 complaints for the biennium.

(b) Enhanced level of international competition

841. Owing to a collaborative exercise involving staff from various United Nations offices and locations under the guidance of the Procurement Division, disparate vendor databases in use by various offices were cleansed and consolidated in support of the Umoja roll-out. This resulted in 10,040 eligible vendors from various regions of the world being invited for tendering, almost 50 per cent higher than the target of 6,750 set for the biennium.

(c) Improved compliance with procurement policies, procedures and best practices

842. The Procurement Division reduced the number of adverse audit findings from 110 to 37 (31 by the Board of Auditors and 6 by the Office of Internal Oversight Services). The number of findings and corresponding recommendations was below

the estimated 100 for the biennium, owing to the Division's ongoing efforts to develop and enhance its internal controls in compliance with the Procurement Manual, the Financial Regulations and Rules and other United Nations procedures, and to incorporate the observations made by external oversight bodies, as well as its mandatory training for all procurement staff.

(d) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement

843. The total number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process increased from 570 to 1,267, double the target of 630 set for the biennium. The subprogramme attributes this achievement to the successful conduct of business seminars in developing countries and countries with economies in transition, as well as its ongoing effort to simplify the registration process for interested vendors and hands-on assistance with vendor registration at the Regional Procurement Office.

Section 29E
Administration, Geneva

Highlights of programme results

During the biennium, the United Nations Office at Geneva continued to provide efficient managerial, administrative and other support services to substantive programmes of the United Nations and other international organizations located in Geneva. Progress was made in facilitating the effective and efficient functioning of the Office with regard to financial management and the monitoring of unliquidated obligations, office and conference facilities management, asset management, travel and transportation, and mail and pouch services. Procurement services also improved performance by establishing a larger number of long-term contracts in order to reduce procurement lead times. Efforts were made to improve bidding exercises under the Common Procurement Activities Group and the common information-sharing platform. Many service level agreements in the area of information and communications technology were either improved or concluded with the inclusion of higher-value services. The Office considerably expanded its offerings in terms of the provision of virtual machines and the provision and configuration of Wi-Fi access service. The United Nations Library at Geneva also improved its services, including remote access to electronic resources, providing additional search tools and new collections, such as parts of the UNEP Library. In addition, it intensified outreach efforts by providing a platform for cultural and intellectual exchange.

Challenges and lessons learned

Efforts will continue to be made in the area of service level agreements, the retroactive signing and negotiation of which have proved to be very challenging. During the biennium, the Office improved template documents and worked towards defining a more standardized pricing model to facilitate the signing of service level agreements with

client entities. In the human resources area, the decrease in the mobility index can be attributed mainly to the fact that the voluntary mobility programme has been discontinued. The uncertainty regarding the outcome of the final discussions on a new mobility framework may have also contributed to the decrease in the mobility index.

Output implementation rate

844. The above-cited results are based on the implementation of 100 per cent of 18 mandated, quantifiable outputs.

845. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29E)).

Executive direction and management

(a) The programme of work is effectively managed

846. All the workplans of the Division of Administration of the United Nations Office at Geneva were implemented in a timely manner with the goal of achieving greater efficiency and effectiveness of operations. The Office successfully coordinated administrative responses to external and internal oversight bodies, such as the Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services.

(b) Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management, reporting and consolidated decision-making

847. The Division is systematically reviewing the way it does business through IMIS. Results achieved during the biennium reflect the continuing efforts of the Division of Administration to further improve its support for clients through the integrated system, streamlined administrative processes and enhanced coordination between the parties involved. The number of workflow applications that are integrated into IMIS and have more than one user group spanning different organizational units has increased to 92 per cent.

(c) Enhanced cooperation with other organizations of the United Nations common system in Geneva

848. The Common Procurement Activities Group is collaborating on more than 24 procurement projects, sharing contracts, pooling experience and research, and exchanging best practices. In 2013, the estimated cost avoidance for the members of the Group was more than $30 million, including travel services and airline negotiations; electricity supplies; information and communications technology goods and services; and office supplies, paper and other goods and services. Furthermore, Group members finalized a contractual document applicable to all of them in order to improve the legal and contracting aspects of and agree on a more harmonized approach to be followed in Group bidding exercises. In addition, a

website was created to increase the effectiveness and efficiency of communication, to make available to members an effective mechanism to advance joint projects, and to provide a common information-sharing platform.

Subprogramme 2
Programme planning, budget and accounts

(a) Overall resources for the programme budget are better managed

849. The rate of unliquidated obligations for the biennium 2012-2013 (preliminary closing) was reduced to 2.4 per cent, exceeding the target of 5 per cent. Those results reflect the continued efforts made and follow-up actions taken to improve the monitoring of unliquidated obligations in order to ensure prompt liquidation.

(b) Extrabudgetary resources are better managed

850. The average turnaround time for the issuance of extrabudgetary allotments for the biennium was 3.9 days, exceeding the target of 5 days by 1.1 days. In addition, there was no variance between authorized allotments and expenditures during the biennium. The results reflect the efforts made to improve the services provided to clients, to enhance the working relationship with counterparts through guidance and advice, and to strengthen the monitoring of extrabudgetary activities. Improved results also reflect the measures taken to remind and encourage certifying officers to review unliquidated obligations regularly and thoroughly, to validate existing ones and to close unnecessary ones.

(c) Improved integrity of financial data

851. The results of the most recent interim audit, conducted from 8 April to 3 May 2013, showed no adverse audit findings, attesting to the high standard of integrity of financial data. A full assessment of the biennium 2012-2013 can be conducted only upon the review of the Board of Auditors' final audit opinion, which will be held in April and May 2014.

(d) Effective treasury services

852. The full automation of disbursements was achieved during the biennium, with 99.2 per cent of straight-through payments made in compliance with SWIFT.

(e) Timely and accurate financial transactions

853. During the biennium, targets were fully met, with 96 per cent of payments processed and transactions recorded within 30 days and 100 per cent of bank reconciliation completed within 30 days after month's end.

Subprogramme 3
Human resources management

(a) Improved versatility of staff

854. Although the staff mobility index has been discontinued as an organizational indicator, the index for the biennium 2012-2013 has been measured by applying the methodology previously in place for the Human Resources Action Plan (2010). The results show a mobility index of 22.4 per cent for the biennium 2012-2013,

demonstrating a stable trend compared with the organizational target of 20 per cent in place before the Secretariat undertook a comprehensive review of its mobility framework.

(b) Improved ability of current staff to implement mandates

855. The Office fully achieved the target of 2.5 training activities per staff member during the biennium. This alternate measurement was adopted because the Organization will not be able to measure and report on the number of training days per staff member until all courses are available on Inspira and until the business intelligence reporting capabilities of the Secretariat's e-learning management system are fully functioning on Inspira.

(c) Improved working environment

856. The Office implemented an online evaluation tool in 2012. Ninety-one per cent of the staff members responding to a satisfaction survey carried out by the Office recognized the positive contribution made by career development and support programmes to their careers, exceeding the target of 50 per cent set for the biennium. An average of 77 per cent of all participants attending the Office's staff development and learning activities during the biennium responded to the comprehensive survey on this subject. The Staff Development and Learning Section will strive to maintain/improve the evaluation survey participation rates, the high satisfaction level and the relevance of course contents, in particular to career development.

(d) Improved staff health-care services

857. The results of a survey conducted during the biennium to measure staff satisfaction with the Office's medical services showed a slight decrease in the level of satisfaction (89.6 per cent in 2012-2013, compared with 93 per cent in 2010-2011), which can be attributed to the reorientation of a medical activity: the walk-in clinic. The Medical Service continued to receive staff members without appointments, referring them to their treating physicians for follow-up if necessary.

(e) Improved recruitment, placement and promotion, as well as facilitation of greater geographical representation and gender balance of staff

858. The Office had seven geographical appointments at the end of the biennium 2012-2013, five of which (71 per cent) were filled by staff from unrepresented and underrepresented Member States, well exceeding the target of 20 per cent set for the biennium. At the end of the biennium, the Office was very close to achieving the goal of 50/50 gender distribution, with a ratio of 48 per cent female staff in regular budget posts in the Professional and higher categories. The Office reduced the average number of days from the date of issuance of a vacancy announcement to the date of staff selection (98), well exceeding the target of 120.

(f) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions

859. The Secretariat's centrally administered voluntary mobility programmes, such as the Voluntary Managed Reassignment Programme and VINE, were suspended pending the outcome of discussions on a new mobility framework for the

Organization. Although facilitated voluntary mobility is no longer being formally measured, the Office encourages and supports mobility in the context of the Secretariat's staff selection policy.

Subprogramme 4
Support services

(a) Enhanced quality and timeliness of facilities services

860. The quality and timeliness of facilities services were maintained in accordance with established standards, despite the steady deterioration of the facilities at the Palais des Nations owing to stormwater flooding, the obsolescence of elevators and delays encountered in obtaining spare parts, asbestos removal and door repairs which translated into an increased number of infrastructure system malfunctions (47). The actual performance for the biennium 2012-2013 reached 94 per cent which was below the target, as standard turnaround times were not always met.

(b) Improved management of properties

861. The actual performance in this area was slightly below the target, with 15 capital maintenance programmes that were standardized, complete and up to date compared with the target of 17. It should be noted that the Office benefited from a donation from Switzerland of 50 million Swiss francs, which contributed to the completion of large projects related to energy efficiency, including the replacement of windows and the improvement of the thermal insulation of building roofs, ventilation and air conditioning units, as well as the installation of solar panels. As a result, the building and engineering teams made a few planning adjustments for regular budget maintenance projects in order to identify the best timing and benefits of possible synergy between the Swiss donation and the regular budget. The phased implementation of certain engineering projects was also necessary to ensure that construction work was well coordinated and caused a minimum amount of disruption.

(c) Savings achieved in travel costs

862. The percentage of savings realized in this case was 16 per cent, against the target of 19 per cent. The benchmark used to determine the level of savings achieved for each official trip is the lowest available public fare for the same class of accommodation and the same itinerary. During the biennium, the Office actively implemented the policy of using restrictive public fares in economy class. As a result, the level of savings decreased, as no cost avoidance can be reported when a ticket is issued against a public fare. However, the average cost of the tickets issued by the Office decreased by 8 per cent during the biennium, with a 23.6 per cent decrease achieved since 2009.

Procurement services

(a) Procurement services that fully meet the requirements of acquisition plans

863. Procurement services fully met the requirements of acquisition plans by successfully increasing number of long-term agreements (78 per cent, exceeding the target of 45 per cent) and reducing the number of days between a final statement of work and a contract award (24, exceeding the target of 29). Ongoing automation and

the use of a new online bidding solution allowed for even greater time-sensitive efficiencies. The implementation of an electronic requisition progress tracking system and the application of targeted contract preparation training also contributed significantly to the positive results achieved.

(b) Enhanced level of international competition

864. During the biennium, an increase of 48 per cent in the number of internationally registered vendors in the legacy vendor registration database (from 1,660 in 2011 to 2,460 in 2013) was accomplished through a massive clean-up of the database, combined with an increased focus during the market research not only on finding potential new vendors, but also on requesting existing vendors to complete the registration process during the tender evaluation process as part of the compliance criteria. As a result, the Office was able to build and maintain a robust and accurate listing/database of verified vendors at the appropriate level.

(c) Improved access and participation of vendors from developing countries and countries with economies in transition

865. The access and participation of vendors from developing countries and countries with economies in transition were improved, with an 8 per cent increase in the number of new vendors from developing countries included in the database. The vendor registration clean-up process initiated by the Procurement Division has made the meaningful comparison of percentages related to these indicators impossible, as the removal of vendors who do not fully comply with the new thresholds and criteria has distorted the baselines from which the percentages were derived.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the management of its activities

866. The Information and Communications Technology Service has considerably expanded its offerings in terms of the provision of virtual machines and the provision and configuration of Wi-Fi access service, and as a result more clients have seen improvements in their information technology services. In 2012-2013, service level agreements were improved or concluded. The Office provided information technology services to 24 Geneva-based entities, which benefited from newly automated or enhanced applications. The Office also enhanced efficiency by introducing a number of new workflow applications that resulted in a streamlining of administrative processing, including the processing of applications for education grant, travel, leave, medical insurance, compensation claims, journalist accreditation, contracts and "Berne cards".

(b) Enhanced alignment of standardized service and project delivery processes with best practices

867. The Office has been ISO 27001 certified, ensuring an appropriate standard of confidentiality, integrity and availability of information. The establishment of the Project Management Unit resulted in the successful roll-out of a modernized desktop for several hundred machines within the delegation of authority and a structured approach, with consultation among stakeholders, to the roll-out of IP telephony and the transition to a new mobile telephony provider.

Section 29F
Administration, Vienna

Highlights of programme results

The Division for Management of the United Nations Office at Vienna made significant progress in the preparations for 2014 IPSAS compliance, the review of the funding model of the United Nations Office on Drugs and Crime, the introduction of full-cost recovery for field offices and the improvement of banking arrangements. Targets related to improved recruitment, placement and promotion and the facilitation of greater geographical representation and gender balance of staff were exceeded. Joint switchboard operations with other organizations based at the Vienna International Centre improved services for clients. Progress was also made in finalizing a new framework on the engagement of external parties to clarify engagement modalities and streamline processes for grants and implementing partners. The help desk and application software to assist in monitoring performance and feedback were also improved. In addition, the Office saw a marked increase in the participation of vendors from developing countries and countries with economies in transition.

Challenges and lessons learned

Administrative reform projects including IPSAS and Umoja, have created challenges owing to the increase in the number of substantive activities carried out in the United Nations Office on Drugs and Crime at more than 50 field offices and the related volume of support services. Successful results achieved under those projects have competed with the continued provision of efficient and effective administrative services to clients as mandated under the programme. Financial resources from extrabudgetary-funded clients have assisted in the development of administrative frameworks and tools, the preparation for IPSAS and the conduct of change management efforts for Umoja implementation. The development and implementation of full-cost recovery mechanisms for client field offices as well as the recovery of administrative support costs from external clients were challenges during the biennium. Tools and processes for addressing these challenges and risks are being developed and will continue to be adjusted during the coming biennium to ensure successful implementation and acceptance by stakeholders.

868. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29F), and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

869. The Division for Management implemented its workplan for the biennium. The Division effectively managed and provided administrative support services to the United Nations Office at Vienna and the United Nations Secretariat clients based in Vienna.

(b) Enhanced cooperation with other organizations of the United Nations common system at Vienna

870. The Division achieved enhanced cooperation with other organizations of the United Nations common system at Vienna, including cooperation in terms of switchboard services with the International Atomic Energy Agency.

(c) Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management, reporting and consolidated decision-making

871. Owing to the implementation of Umoja, workflow applications to be integrated with IMIS were placed on hold. Nevertheless, non-IT processes were reviewed, including the finalization of a new framework on the engagement of external parties to clarify engagement modalities and streamline administrative processes for grants and implementing partners.

Subprogramme 2
Programme planning, budget and accounts

(a) Overall resources for the programme budget are better managed

872. Resources allocated under the regular programme budget were utilized efficiently during the biennium, with an implementation rate of 99.94 per cent. Results exceeded expectations, with unliquidated obligations at the end of the biennium being less than 2 per cent of expenditure.

(b) Extrabudgetary resources are better managed

873. A review of the funding model of the United Nations Office on Drugs and Crime was conducted, resulting in the introduction of full-cost recovery for field offices. Targets in terms of reducing turnaround time for the issuance of extrabudgetary allotments for 2012-2013 were reached, as allotments continued to be processed on average within three days.

(c) Improved integrity of financial data

874. The results of the unqualified audit report by the Board of Auditors on financial statements became available in 2013. Audit findings on financial matters were also received from the Office of Internal Oversight Services during the biennium. No adverse findings were received in relation to financial matters.

(d) Timely and accurate financial transactions

875. The Division maintained close to expected performance levels with regard to payment processing, bank reconciliations and automatic disbursements. The United Nations Office at Vienna benefited from the new Single Euro Payments Area (SEPA), which regulates euro payments within Europe, resulting in lower charges, lower rates of returned payments, increased transparency and security and standardized legal norms. In preparation for SEPA, the Office carried out the necessary modifications to and reprogramming of internal systems. SEPA-compliant internal systems became operational during the biennium.

Subprogramme 3
Human resources management

(a) Improved versatility of staff

876. The United Nations Office at Vienna/United Nations Office on Drugs and Crime slightly exceeded the targeted mobility index of 20 per cent through the promotion of and support for mobility and the provision and implementation of mobility opportunities across the Offices.

(b) Improved ability of current staff to implement mandates

877. Thirty per cent of United Nations Office at Vienna/United Nations Office on Drugs and Crime staff undertook more than five days of learning per year, contributing to staff development and their ability to implement mandates. During the biennium, there were 6,352 enrolments in training activities, of which 226 were aimed specifically at the upgrading of substantive and technical skills.

(c) Improved working environment

878. The most recent survey conducted at the United Nations Office at Vienna/United Nations Office on Drugs and Crime on human resource management services showed that 76 per cent of staff members were satisfied with the working environment, including with programmes that encourage and support career development and mobility programmes. Although this was lower than the 82 per cent expected, it still showed a positive outcome of the efforts made to improve the working environment of staff.

(d) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff

879. The United Nations Office at Vienna exceeded all targets related to improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff. The United Nations Office on Drugs and Crime provided extensive training courses for hiring managers on mastering the revised staff selection policies and the Inspira e-staffing tool.

(e) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions

880. As the VINE mobility programme has been discontinued, there are now no centrally administered mobility programmes through which the number of voluntary movements can be measured. Pending the promulgation of an Organization-wide

mobility policy, the United Nations Office at Vienna/United Nations Office on Drugs and Crime does not have any formalized mobility programmes, but encourages and supports mobility within the United Nations Office on Drugs and Crime, including between headquarters and field offices, in the context of the regular staff selection policy. In addition, the United Nations Office at Vienna is working with other Vienna-based entities to establish a spouse support programme.

Subprogramme 4
Support services

(a) Enhanced quality and timeliness of facilities services

881. All services were provided in accordance with the established standards and timelines during the biennium.

(b) Savings achieved in travel costs

882. Travel agent rebates and the collection/use of corporate miles allowed the issuance of air travel tickets at no cost to the Organization.

(c) Improved management of record-keeping at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime

883. The management of incoming official documents was fully achieved, with 90 per cent filed electronically at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, replacing traditional paper filing.

Procurement services

(a) Procurement services that fully meet the requirements of acquisition plans

884. All procurement staff and staff in the United Nations Office on Drugs and Crime field offices with a delegated procurement authority of up to $40,000 were fully trained. The increased use of system contracts contributed to efficient, cost-effective, timely and high-quality procurement for requisitioners at the Vienna International Centre and at United Nations Office on Drugs and Crime field offices. According to the results of the voluntary survey given to requisitioners after each procurement action, all respondents were satisfied with the procurement services provided.

(b) Enhanced level of international competition

885. As all procurement notices above $40,000 were at least published on the home pages of the United Nations Global Marketplace, the Procurement Division and the United Nations Office at Vienna, the number of international bidders participating in a bidding process increased considerably. As a result of increased international competition, better prices and economies of scale (also through the establishment of system contracts) were achieved. As of the end of the biennium, 1,898 vendors were successfully registered with the United Nations Office at Vienna.

(c) Improved access and participation of vendors from developing countries and countries with economies in transition

886. The access and participation of vendors from developing countries and countries with economies in transition were improved during the biennium. An increased number of procurement cases were handled by the United Nations Office at Vienna Procurement Section for field offices of the United Nations Office on Drugs and Crime in developing countries and countries with economies in transition. All procurement notices above $40,000 were published on the home pages of the United Nations Global Marketplace, the Procurement Division and the United Nations Office at Vienna, and sometimes also on the home page of UNDP, depending on the nature of the procurement case. As of the end of the biennium, 203 vendors from developing countries and countries with economies in transition were successfully registered with the United Nations Office at Vienna.

Subprogramme 6
Information and communications technology services

(a) Improved capability of the Organization in the management of its activities

887. The Information Technology Service responded to all internal office automation client requests. Through the United Nations Office on Drugs and Crime, it was able to address countries' needs globally for drugs and crime-related software. The Service also standardized development tools for in-house applications. Templates and business concepts were applied to new software development projects.

(b) Enhanced alignment of standardized service and project delivery processes with best practices

888. Enhancements to the current help desk and application software assisted in monitoring performance and feedback. Implemented solutions included software management systems and change management and backup management systems, which helped to monitor and streamline activities.

Section 29G
Administration, Nairobi

Highlights of programme results

The United Nations Office at Nairobi continued to improve its services during the biennium in order to serve its clients effectively and efficiently. Major progress was made towards implementing the programme of work and achieving higher client responsiveness through outreach activities, the automation of processes and revised workflows. Additional reporting tools enhanced the ability of clients to comply with IPSAS and Umoja implementation. Further improvements were made to infrastructure and conference facilities of the Office with the opening of the new Delegates Lounge and the upgrading of the specialist simultaneous interpretation facilities in the conference areas to bring them up to current standards.

Among the various training programmes conducted, the Office successfully concluded a business seminar in collaboration with other United Nations agencies, resulting in enhanced understanding on the part of participating vendors regarding the vendor registration process and increasing the pool of eligible vendors for tender invitation. The preparations for IPSAS adoption by UNEP and UN-Habitat were completed, with more than 400 staff members with finance, procurement, asset management and other backgrounds trained. As part of its outreach efforts, the Division of Administrative Services of the Office held an "open day" on 4 June 2013 to reach out to common clients.

Challenges and lessons learned

The Office has had insufficient staff and financial resources to carry out the volume of work required for both IPSAS and Umoja and to support an increasing client base, which has presented a challenge to the successful implementation of the programme of work. In the area of the procurement of goods and services, acquisition planning needs further improvement to allow for a timely and orderly procurement process. Greater client communication is required with respect to the promulgation of the new travel rules, which have not been received favourably by staff. Lack of resources for infrastructure capital replacement has hindered service delivery in such areas as internal networks, video and audio conference services and physical security. A decision on the software and backup system used for electronic record-keeping needs to be made by Headquarters to enable the Office, along with UNEP and UN-Habitat, to begin the process of digitizing archives and document management.

889. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29G)).

Executive direction and management

(a) Improved management performance through adoption of new/improved policies and procedures, methods, tools and techniques for the key management and service functions of the Division of Administrative Services

890. During the biennium, the Division of Administrative Services of the United Nations Office at Nairobi streamlined procedures for the assignment of certifying authority and special approval authority, and implemented and modified several applications to enhance the effectiveness of service delivery. The intranet of the Office was continuously updated with policy documents and resources on business continuity planning and emergency preparedness. In preparation for IPSAS adoption, training courses were organized across various United Nations agencies. A dedicated regional Umoja training facility was established in Nairobi, equipped with computers, interactive whiteboards and videoconferencing and WebEx capabilities.

(b) Improved business processes in terms of efficiency and productivity

891. The Division presented four service level benchmarks to its core clients, UNEP and UN-Habitat. The benchmarks encompass all the individual elements of service provision in the areas of budget and finance management, human resources management, support services and information and communications technology. Clients selected 22 key performance indicators. The Division provided quarterly reports on compliance. Service level agreements for service provision to other United Nations agencies in Nairobi under common services were signed. Other non-mandatory service level agreements included those for staff stress management counselling, joint medical services, UN Cares and security services.

(c) The programme of work is effectively managed

892. The programme of work was effectively managed, as evidenced by the report on financial utilization as at 31 December 2013, with 93 per cent of appropriations used for the implementation of the programme.

Subprogramme 2
Programme planning, budget and accounts

(a) Overall resources for the programme budget are better managed

893. Overall resources for the programme were managed well during the biennium. As at 31 December 2013, the utilization of resources in terms of appropriations and allotments stood at 93 per cent, reflecting proper planning and internal controls.

(b) Extrabudgetary resources are better managed

894. Extrabudgetary allotments were issued in a timely manner following the approval of the budgets. Modifications and enhancements to Budget and Financial Management Service applications ensured better monitoring and reporting. Extrabudgetary resources continued to be issued well within the standard turnaround time of two days.

(c) Improved integrity of financial data

895. The Budget and Financial Management Service successfully supported the audit of the United Nations Office at Nairobi, UNEP and UN-Habitat conducted from 22 April to 24 May 2013.

(d) Timely and accurate financial transactions

896. The Budget and Financial Management Service efficiently and effectively issued monthly financial statements for UNEP, UN-Habitat and the United Nations Office at Nairobi in a timely manner. Two sets of closure instructions were issued to UNEP and UN-Habitat financial management officers, including IPSAS year-end timetable instructions in preparation for IPSAS adoption on 1 January 2014, and the traditional year-end instructions to ensure the successful closure of the United Nations system accounting standards accounts for the biennium 2012-2013.

Subprogramme 3
Human resources management

(a) Improved versatility of staff

897. Performance management and development training sessions continued to be offered to managers and staff during the biennium, with the benefits of mobility highlighted. Other courses on career management were also offered, many of which received positive feedback.

(b) Improved ability of current staff to implement mandates

898. To facilitate the successful roll-out of Umoja in Nairobi, the Staff Development and Training Unit was tasked with coordinating all Umoja training in liaison with the Umoja training team in New York. Successful training sessions were held and included blended learning and instructor-led, hands-on practice sessions and simulations. Other training courses held included an emergency preparedness and support team for family focal points, a training-of-trainers course for IPSAS trainers and a refresher course on pension benefits.

(c) Improved working environment

899. The Human Resources Management Service, in partnership with the Information and Communication Technology Service, the Payroll Unit, the Travel, Shipping and Visa Unit and the Business Continuity Planning Unit, organized outreach days in May and October 2012, which were rated by clients as one of the best initiatives of the Service. Other initiatives included the coordination of the United Nations Office at Nairobi "open day" held in June 2013 and support for the 2013 Headquarters-led comprehensive local salary survey.

(d) Improved staff health-care services

900. All joint medical clinical staff, including doctors and nurses, passed the American College of Emergency Physicians accreditation course on advanced cardiac life support. A blood donor campaign was conducted with the Kenya National Blood Transfusion Service, which led to the Service's agreement to assist the United Nations Office at Nairobi with rare blood types, including for evacuees. Hygiene guidelines and standard operating procedures of the Joint Medical Service were updated in line with the guidelines of WHO and the Government of Kenya. Two vaccine outreach campaigns were conducted, with 220 staff vaccinated in each campaign. A hepatitis B and C awareness campaign was also conducted, with 201 staff screened. UN Cares and UN Plus won an award from the Secretary-General for innovation in partnership. The Training and Development Section of the Department of Safety and Security was certified by the American Heart Association as an international advanced cardiac life support accreditor; three Joint Medical Service staff participated in the training and were certified.

(e) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff

901. The Human Resources Management Service continued to place greater emphasis on guiding and assisting client departments in the preparation of staffing resource planning and the completion of the recruitment process to fill vacant positions.

(f) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions

902. The Human Resources Management Service continued to provide guidance and support to staff interested in voluntary mobility.

Subprogramme 4
Support services

(a) Enhanced quality and timeliness of facilities services

903. During the biennium, a total of 5 630 malfunctions were reported, occurring across all services, including electrical, mechanical, plumbing, cleaning, gardening and landscaping, compared with 6,613 malfunctions during the previous biennium, reflecting a considerable improvement between reporting periods.

(b) Improved management of properties

904. All maintenance requests were completed well within the standard turnaround time of three hours. In fact, statistics indicated an average response or turnaround of time between 17 and 32 minutes across all services.

(c) Savings achieved in travel costs

905. The Office increased its collaboration with all airlines serving the Kenyan market in order to obtain the highest possible discounts. Many airlines increased the scope of their air travel networks to allow for more competitive fare pricing between airlines in the same network. In addition, the Office was more active in highlighting the financial benefits of early planning with key customers to take advantage of the lowest possible ticket prices. The Office also promoted the benefits of its travel services to other Nairobi-based United Nations agencies.

(d) Improved management of record-keeping

906. The percentage of offices implementing record-keeping standards increased with the introduction of file classification schemes and retention schedules.

(e) Expanded cost-sharing mechanism and common services

907. The number of new agencies subscribing to common services continued to increase. Under the common service governance framework, 14 agencies subscribed to travel services, 34 to host country services and 18 to mail and pouch services.

Procurement services

(a) Procurement services that fully meet the requirements of acquisition plans

908. The Procurement Section noted a 12 per cent increase in the total number of blanket purchase orders and systems contracts, from 158 in 2010-2011 to 200 in 2012-2013. The Section reviewed recurring requirements and identified areas in which blanket purchase orders could be set up to streamline the procurement process. In particular, in the area of medical services, a substantial number of new blanket purchase orders were established. The number of weeks between the receipt of a requisition in Equip and a contract award for requirements in excess of $40,000 decreased from the 2010-2011 baseline of 14 weeks to 10 weeks in 2013. The

Section streamlined the procurement process and thereby managed to reduce the time between a final statement of work and a contract award.

(b) Enhanced level of international competition

909. The number of vendors registered and eligible for tender invitations increased during the biennium to 833 as of December 2013. One-day training courses on procurement were conducted for approximately 150 requisitioners within the 24-month reporting period. A two-day business seminar was also conducted by the Office in collaboration with other United Nations agencies to provide guidelines to vendors on how to do business with the United Nations. The seminar was attended by 500 participants and resulted in better understanding of the registration requirements, thus increasing the number of vendors eligible for tender invitations and contract awards.

(c) Increased number of vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

910. During the biennium, a total of 475 vendors from developing countries and countries with economies in transition were registered with the United Nations Office at Nairobi. This was a substantial increase compared with the biennium 2010-2011, during which 60 vendors from developing countries and economies in transition were registered.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the management of its activities

911. Through the restructuring of the Information Technology Unit of the Division of Conference Services, the Information and Communication Technology Service contributed to improved and harmonized services in the conference area. Cooperation and transparency among the three agencies, the United Nations Office at Nairobi, UNEP and UN-Habitat, improved owing to the re-establishment of the technical review group and the information and communications technology committee. The Office supported and customized applications related to educational grant, travel claim modifications and staff clearance for other duty stations. It also implemented and modified many applications, among the most important of which were e-billing, official visa requisition, travel requisition, the adjustment module for payment expenditure reporting, and income tracking.

(b) Enhanced alignment of standardized services and project delivery processes with best practices

912. The Information and Communication Technology Service rebuilt the e-mail and storage system architecture, which now provides UNEP, UN-Habitat and United Nations Office at Nairobi users with an enhanced e-mail experience. Other initiatives included the implementation of a dual Internet service provider for better resilience; a Microsoft active directory for application single sign-on and information security improvement; a change management workflow; standard information and communications technology services for UN-Habitat offices in

Brazil and Japan; the standard client relationship system of the United Nations Secretariat (iNeed), in compliance with the change management framework; the standard features of an IP telephone system for 4,500 extensions; a considerable improvement in IMIS performance in-house and at outpost duty stations; and a UNEP financial monitoring tool.

Section 30
Office of Information and Communications Technology

Highlights of programme results

In May 2013, the Secretary-General appointed a new Chief Information Technology Officer, who initiated a review of information and communications technology services and resources within the Secretariat to improve coordination, collaboration and coherence. The review included a project designed to remediate the lack of a harmonized approach with respect to applications and websites in the Secretariat. In addition, the Board of Auditors and the General Assembly, at its sixty-seventh session identified a broad range of issues. On the basis of priority and criticality and in the light of resource limitations, the Office of Information and Communications Technology initiated work designed to strengthen information security and operational resilience, reduce fragmentation and enhance technical authority, which required the formulation of policy, procedures, standards, technology architecture and effective governance structures.

The Office continued to improve coordination and collaboration with information and communications technology units globally to support the implementation of Umoja and IPSAS, and actively engaged in formulating a plan to mainstream Umoja in collaboration with project leadership. As the standard service management platform, iNeed is being rolled out globally to ensure that Umoja can be effectively supported. The Office also continued the deployment of the Unite suite of applications for collaboration and document management, which provides a consolidated set of enterprise solutions for common business needs.

Challenges and lessons learned

The Office faces challenges owing to a lack of funding and key resources in terms of cross-cutting and monitoring functions. Its workload was further affected by additional support requirements related to Umoja mainstreaming. Nevertheless, the Office ensured that collaboration and communication were strengthened between it and the Umoja project team to ensure that efforts were optimized.

913. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 30)).

Executive direction and management

(a) Programme of work is effectively managed

914. The Office of Information and Communications Technology achieved a customer satisfaction rating of 66 per cent for 2013. As a result, the Chief Information Technology Officer conducted a more detailed and focused assessment, which was concluded in October 2013. The results were consistent with the prior customer satisfaction data and provided additional detail about the areas in which greatest demand exists and the areas that warrant attention.

(b) Improved timeliness of preparation of documentation

915. The Office made concerted efforts and improved internal processes to ensure that official reports were submitted on time, resulting in 100 per cent compliance in respect of the timely submission of pre-session documents for 2013.

(c) Enhanced policy coherence in the management of the information and communications technology activities of the United Nations

916. The Office held two retreats and several meetings of the Information and Communications Technology Management Coordination Group, comprising all chiefs of information and communications technology units at the Secretariat, to coordinate and achieve alignment on key issues. Areas of focus going forward are: (a) the establishment of clear information technology governance and security structures with compliance capability; (b) the establishment of a clear technical authority and enterprise architecture with compliance capability; (c) the alignment of information and communications technology with Secretariat priorities and the provision of support for Umoja and IPSAS; (d) the optimization of the information and communications technology financial structure; and (e) the reduction of fragmentation through consolidation and the creation of centres of excellence. As part of its general approach, the Office engaged with chiefs of information and communications technology units at United Nations duty stations. In addition, the Office was actively engaged in various inter-agency groups, including the High-level Committee on Management of the Chief Executives Board for Coordination and the Information and Communication Technology Network.

Subprogramme 5
Information and communications technology strategic management and coordination

(a) Improved knowledge management, resource management and infrastructure management

917. In 2013, the Office of Information and Communications Technology continued to roll out major enterprise applications both at Headquarters and at peacekeeping missions. With regard to resource management, iNeed is an enterprise system that provides customer relationship management support for Umoja and facilitates the management of service provision in general. The use of iNeed continued to expand throughout 2013, with the system implemented in an additional 18 service desk operations. In March 2013, authentication modules for the enterprise identity management system were rolled out, laying the foundation for a unified authentication system for Secretariat-wide applications. In the area of knowledge

management, the Office continued to implement a set of integrated solutions for capturing, sharing and using information more effectively through Unite Docs and Unite Connections. With regard to infrastructure management, the network was strengthened through the finalization of a global contract that has the potential to provide connectivity among all major United Nations locations, and the Internet connection was upgraded to support the increasing demands of the United Nations global workforce.

(b) Use of information and communications technology resources optimized according to common standards

918. Nine additional standards were approved and 13 standards extended through the Architecture Review Board, highlighting the need for the establishment of strengthened "technical authority", as referred to in the report of the Board of Auditors on the handling of information and communications technology affairs in the Secretariat (A/67/651). In addition, emphasis was placed on increasing the number of policies, guidelines and procedures, and accordingly, in 2013, a policy committee was established with representation from the global Secretariat. The committee established six policies, procedures and guidelines.

(c) Improved coordination, collaboration and coherence within the United Nations system in all matters related to information and communications technology

919. The Office is currently conducting a thorough review of information and communications technology services and resources within the Secretariat to improve coordination, collaboration and coherence. A review of websites and applications throughout the Secretariat has been conducted, and a strategy is to be developed. Similarly, a project designed to remediate the lack of a harmonized approach with respect to applications in the Secretariat has been initiated to address issues of fragmentation identified in the above-mentioned Board of Auditors report. The larger context of the fragmentation of resources and efforts with respect to technology in the Secretariat is being assessed.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the management of its activities

920. In 2013, the Office of Information and Communications Technology supported the migration from Windows XP to Windows 7 for approximately 8,000 desktops throughout Headquarters. In addition, the automation of server installation and configuration was undertaken to improve processes related to the deployment of data centre resources. The Office continued to provide support for the deployment of Umoja and initiated a project to mainstream Umoja.

(b) Enhanced alignment of standardized service and project delivery processes with best practices

921. Progress continued in implementing a service level management process aligned with the Information Technology Infrastructure Library, an international standard for service delivery. The improvement of the information technology service catalogue and of cost recovery mechanisms was achieved. The information technology service catalogue was updated on iSeek for ease of use and greater

transparency and visibility. Service management and administration capacity was strengthened to include the cost recovery function. That function streamlined the service delivery process and increased efficiency in charge-back procedures with client departments.

Section 31
Internal oversight

Highlights of programme results

The Office of Internal Oversight Services continued to promote the responsible administration of resources, better programme performance and a culture of accountability and transparency through recommendations arising from its audit, inspection, evaluation and investigation assignments. The Office continued to implement quality assurance programmes, streamlined reporting processes to increase efficiencies and fully implemented new procedures for the monitoring and formulation of recommendations under each subprogramme. The Office met all targets with regard to the acceptance of recommendations, likely owing in part to its improvements in the formulation and monitoring of recommendations. Furthermore, the Internal Audit Division fully implemented an "overall rating" system introduced in the third quarter of 2011. These ratings are now reviewed on a regular basis by the Management Committee and thus play an important role in communicating the level of assurance being provided on the basis of audit work conducted. As of June 2012, the Office also began the disclosure of internal audit reports on its website, pursuant to General Assembly resolution 67/258. That initiative is expected to improve the transparency of internal audit results and actions taken by management to correct reported weaknesses. The Investigations Division enhanced the awareness and capacity of United Nations personnel to enable them to conduct investigations effectively, through the provision of basic investigation training. The work of the Inspection and Evaluation Division continued to contribute to the decision-making of Member States regarding programmes through its high-quality evaluation reports.

Challenges and lessons learned

Building on lessons learned during the previous biennium, the Office continued to refine its risk-based planning methodology and to improve in terms of the quality of reports and the formulation of recommendations. In 2013, the Office also implemented measures to improve the timeliness of audit and investigation reports, including the streamlining of the report review process in the Internal Audit Division. During the biennium 2014-2015, the Office will consistently track the quality and timeliness of its investigation reports in the Integrated Monitoring and Documentation Information System as part of the expected accomplishments and indicators of achievement set for the biennium. While the Office was able to meet most targets established for

the biennium, it did not meet its target of evaluating five programmes, owing to the postponement of evaluations of ECA and UNHCR.

Output implementation rate

922. The above-cited results are based on the implementation of 99 per cent of 95 mandated, quantifiable outputs.

923. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 31)).

Executive direction and management

(a) Increased timeliness of submission of documentation

924. The 2013 rate of timely document submission reached 100 per cent, an improvement of 10 per cent compared with the previous biennium. Planning and monitoring are critical to ensuring compliance with slot dates. To that end, the Office of Internal Oversight Services has put in place a tracking mechanism to ensure that reports are on target in meeting benchmarks and that there is accountability in relation to respect for deadlines.

(b) Continued cooperation with other oversight bodies in the United Nations

925. The Office continued to coordinate regularly with other United Nations oversight entities, including the Board of Auditors and the Joint Inspection Unit, to ensure that potential duplication or overlap in the conduct of oversight work were avoided and to minimize any gaps in oversight coverage. In addition to sharing workplans and reports, the Office held bimonthly meetings with the Board of Auditors to discuss issues of mutual interest. The Office met with the Joint Inspection Unit on an ad hoc basis when issues of particular concern arose. Furthermore, the Board of Auditors, the Joint Inspection Unit and the Office held annual tripartite meetings to discuss the workplan for the following year and specific oversight issues.

(c) Timely recruitment and placement of staff

926. During the biennium, Professional posts were filled within 165 days on average, falling 5 days short of the 160-day target. The Office did achieve a marked improvement compared with the 2011 baseline of 182 days. Some of the delays encountered were due to difficulties with Inspira. In order to continue to improve its performance, the Office will increase its efforts to recruit from rosters; human resources staff will continue to work actively with client divisions and the Office of Human Resources Management to ensure that the recruitment process remains on track. In addition, the status of vacancies, including the stage of the process that the vacancy is at, will continue to be circulated to all programme managers and senior management on a regular basis.

Subprogramme 1
Internal audit

(a) Increased ability of Member States and the Secretariat to make decisions based on internal audits, which strengthen internal control and governance processes and improve risk management

927. During the biennium, 14 General Assembly resolutions were found to contain references to Internal Audit Division reports. Those resolutions were aimed at improving the overall strategic and operational approach to managing human, financial, programmatic and material resources. The results of the client survey conducted in 2013 by the Division showed the highest overall performance score in the past five years. Ninety-five per cent of clients expressed satisfaction with the accuracy and usefulness of audit reports and the efficiency of the audit process. More than 95 per cent of respondents agreed or strongly agreed with the statements that internal audit reports contributed to the identification and management of key risks, the cost-effectiveness of internal controls, an effective governance process and an appropriateness of follow-up on recommendations for corrective action. During the biennium, the Division issued a total of 1,527 recommendations, covering issues related to risk management, accountability, efficiency, effectiveness, the realization of savings, the recovery of losses and overpayments.

(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers

928. All (1,527) critical and important recommendations issued to clients aimed at improving the effectiveness and efficiency of operations and enhancing the accountability of programme managers were accepted during the biennium. This was a 5 per cent improvement compared with the end of 2011. Internal audit also made improvements in the formulation of recommendations, which likely played some role in the 100 per cent acceptance rate on the part of programme managers. The Office monitors the implementation of all recommendations annually, with the implementation of critical recommendations that are due or past due monitored on a quarterly basis.

Subprogramme 2
Inspection and evaluation

(a) Increased ability of Member States and the Secretariat to make decisions based on Office of Internal Oversight Services inspections and evaluations, including self-evaluation findings, that assess the relevance, efficiency and effectiveness of programmes and subprogrammes

929. For the biennium 2012-2013, the Office of Internal Oversight Services completed programme evaluations of the Office for the Coordination of Humanitarian Affairs, UNEP and the United Nations Office on Drugs and Crime; the review of the monitoring and evaluation capacity of the Office for the Coordination of Humanitarian Affairs, UNEP and UNHCR; an adequacy assessment of the 2008-2009 strategic frameworks for Secretariat programmes; and an ad hoc review of the evaluation policy of UNFPA. Three triennial reports were issued, reviewing follow-up to prior evaluations of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (E/AC.51/2012/4), lessons learned: protocols and practices

(E/AC.51/2012/3) and United Nations coordinating bodies (E/AC.51/2012/2). In the peacekeeping arena, the Office of Internal Oversight Services completed evaluations of three missions (MONUSCO, MINUSTAH and UNIFIL) and a meta-evaluation of peacekeeping evaluations. A survey of delegates and managers indicated that 85 per cent of those reports were considered to be useful and of high quality. In terms of implementation rates, 52 per cent of evaluation recommendations were fully implemented during the biennium. The Office did not meet the target of evaluating five programmes during the biennium, owing to the postponement of the evaluations of ECA and UNHCR.

(b) Increased ability of Member States and the Secretariat to make decisions based on Office of Internal Oversight Services evaluations pertaining to cross-cutting practices within the Secretariat

930. In addition to the biennial report on strengthening the role of evaluation across the Secretariat (A/68/70), the Office completed a review of the measures used by United Nations peacekeeping missions to report progress on the protection of civilians (A/67/795). The survey of delegates and programme managers on the quality and use of those reports indicated that 94 per cent found them to be useful and of good quality. With regard to the Office's evaluation recommendations, 86 per cent were fully implemented during the biennium.

Subprogramme 3
Investigations

(a) Improved quality of investigations that contribute to the Organization's ability to ensure individual accountability

931. During the biennium, the Investigations Division made progress by clearing the backlog of pre-2008 investigation cases, as well as through the systematic quality control of investigation reports and recommendations issued. A comprehensive investigation manual ensured consistency and professionalism in the discharge of investigation functions. The resulting investigation reports and findings, therefore, provided a stronger basis on which to take recommended action, including the imposition of disciplinary sanctions and/or financial recovery measures.

932. In addition, the Division underwent a comprehensive restructuring, transferring resources to Entebbe to create a surge capacity at the Regional Service Centre, thereby increasing the Organization's ability to respond to matters in a timely and effective manner. A liaison investigator was embedded in the Nairobi-based Risk Management Unit of the United Nations country team for Somalia. As a result, the Division identified a number of high-risk projects and commenced a series of investigations into the activities of implementing partners.

(b) Enhanced awareness and capacity of United Nations personnel to undertake investigations effectively, contributing to the Organization's ability to ensure individual accountability

933. Awareness was increased through training programmes presented by the Investigations Division to personnel responsible for investigations or investigation tasks. Four professional training workshops were held, in New York, Nairobi, Vienna and Entebbe, for a total of more than 100 participants representing all

peacekeeping missions. According to participant feedback, trainees recognized the Division's expertise and saw great merit in the functions of the Professional Practices Section, the Digital Forensics Unit and the Research and Analysis Unit.

Section 35
Safety and security

Highlights of programme results

During the biennium, the Department of Safety and Security enabled United Nations operations to continue in increasingly high-risk areas, including amid armed conflicts and in volatile post-conflict environments, such as those in Afghanistan, Central African Republic, Libya, Somalia, South Sudan, Syrian Arab Republic and Yemen. Partnerships continued to be strengthened within the United Nations security management system on an inter-agency basis and through bilateral contact. The Inter-Agency Security Management Network considered a wider scope of multidisciplinary issues, ensuring greater inclusiveness of those outside the security sphere. Collaboration with humanitarian partners continued, resulting in a higher level of awareness of security issues at all levels. The focus continued to be placed on security-enabling programmes. The programme criticality concept became entrenched in how the Organization operates against the backdrop of the threats and risks faced. Continuous evaluations of the threats and risks faced by the United Nations system were undertaken. Greater support was provided to designated officials and security officials through frequent engagement, increased support from Headquarters, improved training, and improved security management tools. A stronger focus was placed on evaluating the performance of those entrusted with security responsibilities to ensure accountability and compliance with policies and procedures.

Challenges and lessons learned

The physical security of United Nations premises and offices represents a critical gap in the United Nations security management system. To begin to address this, in December 2012 the Department of Safety and Security launched an expanded database of the more than 6,800 United Nations premises and offices worldwide. The vast majority of those premises and structures, however, were occupied by the United Nations without due consideration of security. There is limited professional capacity in the United Nations system to assess buildings and provide recommendations for security improvements. The security landscape is constantly changing, and addressing that reality in a largely cost-shared system presents challenges. To assess those challenges and ensure clarity in security functions throughout the security management system, continuous reviews of security deployments are undertaken.

934. The above-cited results are based on the implementation of 70 per cent of 141 mandated, quantifiable outputs.

935. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 35)).

Executive direction and management

(a) Programme of work is effectively supported by staff and financial resources

936. All approved regular budget posts, except for the posts proposed for abolishment during the biennium 2014-2015 in accordance with General Assembly resolution 67/248, were filled to the extent possible during the biennium 2012-2013 in order to implement the programme of work effectively. Financial resources were utilized in accordance with the purposes for which the appropriation had been approved. The Department is making its best efforts to provide a safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions with the resources provided.

(b) Enhanced coordination, integration and compliance of policies and procedures within the United Nations security management system

937. The programme developed United Nations security management system draft policies on staff lists, United Nations personnel air travel and the "Saving Lives Together" framework (presented for the consideration of the High-level Committee on Management for approval) and coordinated with the members of the Inter-Agency Security Management Network to improve the policy frameworks on programme criticality, security incident reporting and security risk management. The programme coordinated with other departments in developing the United Nations policy guidance on crisis management in peace missions, the changing threat environment, human rights and sexual exploitation and abuse. All security policies were made available on an informational website. The programme also carried out 20 compliance assignments, during which the status of the security programme at 967 premises occupied by United Nations organizations and related projects was evaluated. A total of 210 recommendations were issued, 32 implementation reports were closed and 480 recommendations were implemented, resulting in the strengthening of various components of the security programme.

Subprogramme 1
Security and safety coordination

(a) A safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions

938. During the biennium, the programme continued to plan, coordinate and implement protective and safety measures to enable staff, delegates and visitors to headquarters locations and regional commission premises to carry out activities in as secure an environment as possible. The Security and Safety Service in New York continued the deployment of effective physical, technical and procedural security and safety measures both within the Headquarters complex and throughout its expanded footprint. The Security and Safety Service in Geneva initiated electronic access control and improved accreditation systems in 2013, which is scheduled to be

completed in 2014. The Security and Safety Service in Vienna initiated the second phase of the standardized access control project (PACT II) and introduced an in-house active shooter response training programme. At ECA, the programme worked on various security projects to ensure increased compliance with the Headquarters minimum operating security standards. The implementation of its PACT project is in its final stage. ESCWA implemented PACT II.

(b) Enhanced coordination of security arrangements at United Nations headquarters locations and regional commissions

939. The programme coordinated the assessment and, when required, the delivery, of close protection for 1,559 operations, including the travel of 171 senior United Nations officials. It also improved the notification process that has enabled the relevant actors to monitor the travel of senior United Nations officials and provide them with the requisite security measures and close protection if necessary.

(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions

940. The Security and Safety Service in New York developed and completed contingency plans for active shooter situations, fire safety evacuation and complex security and crisis management, to ensure a coordinated response to an emergency or crisis. The Service also has the responsibility for the utilization of the emergency notification system in the event of an emergency or crisis. The country minimum operating security standards at the United Nations Office at Geneva will be reviewed in 2014, and its business continuity plan was being prepared. The United Nations Office at Vienna updated its fire safety, evacuation, crisis management and mass casualty plans. ECA established an incident and crisis management unit to enhance crisis prevention and management tools. ESCAP developed and completed contingency plans for active shooter situations, fire safety evacuation, business continuity, mass casualty and crisis management. ESCWA continuously trained all security officers on evacuation procedures and exercises. Two unannounced evacuation drills were conducted at United Nations House, Beirut.

Subprogramme 2
Regional field coordination and support

Component 1
Regional field operation coordination

(a) Improved safety and security arrangements

941. During the biennium 2012-2013, the Department made efforts to significantly improve staff safety and security globally. A focused effort to maintain the high percentages of up-to-date security threat and risk assessments and increased compliance with minimum operating security standards were instrumental in that endeavour. As at 31 December 2012, security risk assessments had been endorsed in a timely manner by regional desks of the Division of Regional Operations for 152 out of 175 countries, or 87 per cent. As of the end of the biennium, security risk assessments had been endorsed by regional desks of the Division for 154 out of 175 countries, or 88 per cent. The Department was constantly updating security risk assessments for countries and areas with elevated security phases or upon

substantial changes in security environments. This increased situational awareness and vigilance on the part of all staff members.

(b) Enhanced preparedness for contingencies, crisis situations and timely response to security incidents

942. Through the completion and exercise of country-level security contingency plans and increased capability to deploy or redeploy field security officers with 24 hours' notice, the Department ensured rapid and effective responses to security incidents. As at 31 December 2012, security plans had been approved in a timely manner for 144 out of 175 countries, or 82 per cent. Security plans for 28 countries were also reviewed and approved during the first six months of 2013, with 68 per cent of security risk assessments endorsed by the end of 2013 (it should be noted that security plans should be reviewed every 12 months). Various security issues are addressed in country security plans, which were instrumental in achieving staff evacuations, the operation of the warden system, emergency medical evacuation and other operations reflecting the unique security features of duty stations. The Department undertook several emergency deployments to several countries, including the Central African Republic, Lebanon, Mali, the Sudan/Darfur and the Syrian Arab Republic.

(c) Enhanced security management system

943. During the biennium, the Department made significant efforts to facilitate the effective and efficient conduct of United Nations operations while ensuring the safety, security and well-being of those persons to whom the United Nations security management system is applicable as a high priority. To that end, the Department strengthened partnerships with host countries regarding the safety and security of United Nations personnel, facilities and equipment through the increased use of host country focal points. By the end of 2012, an official governmental security focal point had been established in 62 per cent of the countries in which the United Nations is present; that figure had increased to 79 per cent by the end of the biennium. In addition, by the end of 2012 security professionals in the field had been spending on average 21.20 per cent of their time on programme activities outside the capital area; by the end of 2013, that figure had increased to 29 per cent.

Component 2
Field support

(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress

944. During the biennium, the programme, while responding to the psychosocial needs of staff during emergencies, continued to build the capacities and preparedness of United Nations country offices with respect to critical incident stress management and prevention as follows: (a) at the individual level through the training of staff; (b) at the institutional level through advocacy by creating and/or maintaining 23 critical incident stress intervention cells, each composed of a locally based counsellor and trained peer helpers; and (c) by conducting needs assessments and providing technical advice to managers. The programme conducted 10,968 counselling sessions during 46 major crises (hostage incidents, terrorist attacks, political or social unrest, suicide, natural disasters); provided support and

advice to 1,248 managers system-wide; trained 11,389 staff on stress management and related issues; trained 471 peer helpers; and certified 65 mental health professionals after they had received thorough training in critical incident stress management and prevention.

(b) Strengthened capacity of all participants in the United Nations security management system, including designated officials, security management team members, security officers and staff members, through security training

945. The programme continued to deliver security training to the three target groups (managers with security responsibilities, security professionals and staff at large) through a variety of learning programmes targeting each group as appropriate. Basic security certification training was updated and improved, and participation was extended to a wider audience, including agencies, funds, programmes and organizations of the United Nations security management system. The global security awareness programme entitled "Basic Security in the Field" was comprehensively upgraded and redistributed to all personnel on a new web-based platform. Specialist learning programmes were established for focus groups, and a new road safety project was launched for all staff. A review of learning methodologies was conducted, and a new competency-based learning approach to training, for all core and specialist programmes, was launched.

(c) Improved capacity to track staff and to provide members of the security management system with relevant security information

946. The agencies, funds, programmes and organizations of the United Nations security management system increased their compliance with respect to the requirements of staff tracking. This resulted in the increased use of the travel request information process (TRIP), which in turn improved the data on personnel available to the departments in case of emergencies.